



Executive Summary and Recommendations

Westminster Scrutiny Commission

Date: 9 November 2011

Subject: Tri-Borough programme updates and risk register

Summary

This report:

1. Provides an update on the progress of Tri-Borough Programmes
2. Logs the current cross-cutting risks and mitigating actions being taken by programmes

Recommendations

Members are asked to:

1. Consider the attached report
2. Note the current cross-cutting risks and mitigating actions being taken by programmes



City of Westminster

Report to Westminster Scrutiny commission

Date:	9 November 2011
Classification:	General release
Title of Report:	Tri-Borough programme updates and risk register
Report of:	Chief Executive
Wards involved:	ALL
Policy context:	Tri-Borough
Financial summary:	Not applicable
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1. Tri-Borough programme updates

1.1 Children's Services

- Andrew Christie (as Tri-borough Director of Children's Services) became responsible for Children's services at the Royal Borough of Kensington and Chelsea on the 1 October
- Youth Offending Service staff consultation started on the 5 October and will run up until the 4 January 2012. Head of Service interviews and appointment are planned to take place in November.
- The education staff consultation has concluded and the implementation of the new structure is underway. Interviews for new posts are scheduled to take place after the half-term break - during the week beginning 31 October. Staff will move into the new Tri-borough education structure from 1 November 2011 (1 January 2012 in Westminster).
- An appointment subcommittee to discuss the appointment of the Tri-borough Director of Schools Commissioning is scheduled to take place on 7th November at Westminster City Council.
- The second Member Steering group took place on Tuesday 11th October. Proposals around Tri- Borough Finance and Commissioning structures were presented to the group. The next Member Steering group is scheduled for 6th December.
- Programme governance arrangements continue with Programme Boards having taken place in September and October.

1.2 Adult Social Care

- Andrew Webster has been appointed as the Tri-borough DASC and the process for the appointment of the Directors is in place.
- The staff consultation on the new Commissioning Structure has been completed and the appointment process is underway.
- ASC Mandates have been finalised for each borough.
- Work has been undertaken to identify possible models for NHS integration.

- The draft legal agreement is complete and sent to Cabinet Members for comment.
- The Cabinet Members Steering Group has been established.
- The main focus is now on the Commissioning Structure and recruitment
- Work has been undertaken on building the identity of the new department through the Esprit de Corps/Organisational Development work stream.

1.3 Libraries

- David Ruse appointed Tri-Borough Director of Libraries and Archives
- Informal supply market research sessions have been held with 6 external suppliers. All suppliers expressed a desire to manage the tri-borough library service for a minimum of 5 years. All staff would be transferred across to any supplier but assets such as buildings would remain with each council.
- A detailed picture of existing contracts within each library service has been created to help identify opportunities for contract harmonisation. Options for harmonising contracts for stock and IT are now being considered.
- Target operating model and organisational structures charts for tri-borough library service are currently being developed. A number of new 'tri-borough' posts will be created; these posts will work across all three boroughs

1.4 Corporate services

- Managed Services - Completion of mobilisation phase and definition of requirements for HR, Finance, Procurement, Assets and Business Intelligence.
- Finance Integration - Project Board established and scope and delivery plan agreed.
- Total FM - Agreed Scope of services, completed Outline Business Case, PQQ and draft Contract Notice. London wide stakeholder meeting held and seven expressions of interest received from non-Tri-Borough authorities. FM Roadshow held 14th October.
- IT Integration - Draft ICT Strategy being socialised. Implementation of Collaboration 1 project is underway, providing visibility of all Tri-borough contact details and free/ busy information. Network trusts have been established

providing the foundation for further application sharing. Collaboration 2 projects have been identified and are being scoped.

- Treasury & Pensions - Target Operating Model signed-off.
- Insurance: Broker appointed to deliver tender.

2. Risk Register

Key to RAG status	
Red	High impact
Amber	Medium impact
Green	Low impact

Risk Description	Mitigating action	RAG
HR		
<p>Managed services Availability and cost of key resources during the evaluation and competitive dialogue stages of procurement and subsequently during the implementation phase of managed services. This is a particular concern as it will not be possible to involve anyone currently working on the Vertex contract.</p>	<p>Proposal drafted for Programme Board to support the release of key resources during this period.</p>	High
<p>Managed services Local Authority payrolls are extremely complicated with a large number of different sets of terms and conditions. There is a risk in not having a provider in place who understands the complexities of the different payrolls and grading systems across Tri-borough, within each borough and potentially 22 other boroughs and then having time to do parallel runs and produce “fit for purpose” payrolls.</p>	<p>Ensure project plan is tightly managed and that the complexities are understood by the project board and the potential bidders during competitive dialogue.</p>	High
<p>Adult Social Care With the change from WCC’s transition recruitment policy to the adoption of the transition recruitment policy applied by RBK&C and LBH&F for Tri-borough the WCC unions are now in dispute about the opportunity for staff to be included in the ring fence at the next tier down if unsuccessful in obtaining a post at their existing tier. This could lead to ET’s at WCC which will have time, resource, cost and reputational risks. This may impact on timelines and</p>	<p>Consult with the unions quickly to review the policy and find a solution to the dispute. Continued dialogue between the HR Directors of the three boroughs to ensure processes which are robust.</p>	High

Risk Description	Mitigating action	RAG
consequently on savings		
<p>Adult Social Care Since the approval of the proposal and defined savings, a number of changes have occurred – IT and Finance have been taken out of the proposal, the structure has grown, TUPE does not apply and the tier down policy has been introduced with salary protection for RBK&C and LBH&F employees. In view of all these changes the defined savings will be considerably less in the first year and the overall savings will not be achieved.</p>	Brought to the attention of the Project Board and Finance.	High
IT		
<p>Business Engagement. Greater engagement required with all areas of the business to ensure that ICT plans and deliverables are understood. Risk that business feels uninformed.</p>	Specific wide scale communication planned throughout October to inform on Collaboration project deliverables. Representation on work stream programme boards. Targeted communications scheduled for Children’s Services and ASC management.	High
<p>Expectations Management/ Collaboration. A number of infrastructure projects have been identified to support new models of working (such as shared calendars and single-e-mail addresses). Risk that the business expectations are unrealistic/ cannot be met.</p>	Workshop planned to begin prioritising, estimating and allocating resources to projects. Results of this will need targeted communication to the business, stating clearly what will not be possible as well as what will be and by when.	High
Legal		
Lack of clarity concerning formal decision-making when a decision is required from two or more authorities	A Tri-borough decision-making protocol has been drafted for agreement by each authority	
Potential for disputes between the authorities	A formal legal agreement will be entered into by each authority for each service, setting out the agreed	

Risk Description	Mitigating action	RAG
	mandate, structure, finance arrangements and a mechanism for resolving disputes and exiting.	
Successful claims of unfair dismissal/unfair selection for redundancy	Advice has been obtained from Leading Counsel on the employment implications of the proposed arrangements and it has been agreed and is being followed by each authority	
Accountability		
There is no local political accountability for combined libraries, children's or adults services.	Each Cabinet agreed a sovereignty principle, guaranteeing that elected members remain accountable for Tri-Borough services delivered in their borough. Each Borough will also have a separate Mandate for Children's Services, Adult Social Care and Libraries, setting out how each service will be shaped differently in each borough.	High
Members lose confidence in Tri-Borough senior officers	The legal agreements that will underpin all Tri-Borough working will include a clear mechanism for the management, appraisal and supervision of the shared executive director together with a mechanism for the parties to raise any concerns in relation to their performance	High
Communications		
Overall absence of communications	A robust communications plan will reduce the possibility of any gaps occurring in the communications coverage.	High
Proliferation of unverified communication channels	Clear and regular reiteration of the preferred official channels for communication, in addition to clear Tri-borough branding	Medium

Risk Description	Mitigating action	RAG
	<p>guidelines, will ensure that all Tri-borough communications are coordinated through the proper, verified channels. Specifically, these are the communications teams of the three boroughs, and the Westminster Communications team, who are leading on corporate internal communications.</p>	